Leadership & Management

Reading for Lesson 7:

The Chain of Command and Leadership Triad

Lesson 7
Reading Objectives

1. The student will comprehend the concept of the Chain of Command as an institution.
2. The student will know the key factors that determine the effectiveness of the Chain of Command.
3. The student will know the terms Authority, Responsibility, and Accountability and describe how they interrelate within the Leadership Triad.

Lesson 7
Reading Objectives

4. The student will comprehend how Authority, Responsibility, and Accountability relate within the Chain of Command.
5. The student will know why we are held accountable for results and not intentions.
6. The student will know how Authority is an important tool for success in the execution of one’s Responsibilities.

Lesson 7
Reading Objectives

7. The student will apply the concepts of Responsibility, Accountability, and Authority to leadership situations in the Battalion and in the Fleet.
8. The student will comprehend the major aspects and potential advantages of delegation.
9. The student will comprehend reasons leaders fail to delegate.
10. The student will comprehend important guidelines for delegation including what to delegate and how to delegate.

Lesson 7
Discussion Objectives

1. The student will know the key factors that determine the effectiveness of the Chain of Command.
2. The student will apply the concepts of Responsibility, Accountability, and Authority to leadership situations in the Battalion and in the Fleet.
3. The student will comprehend the major aspects and potential advantages of delegation.
4. The student will comprehend reasons leaders fail to delegate.

Effectiveness of the Chain of Command

- Key Factors that determine effectiveness:
  - Trust
  - Confidence
- Trust and confidence are earned through demonstrated abilities and loyalty
- Proper use of Chain of Command ensures everyone is informed and provides important (human) resources to aid in successful completion of the responsibility

Authority

- Legitimate right to use assigned resources, including personnel, to accomplish a task or objective; the right to give orders and expect obedience

Responsibility

- The obligation to complete a task or perform a mission
- Responsibility exists individually and at all levels of an organization
- Once held, Responsibility cannot be transferred
  - Others may be assigned tasks oriented to the obligation, but overall Responsibility remains with person assigning the tasks

Accountability

- Process by which a subordinate reports the outcome of an assigned task or mission and accepts the consequences, good or bad
- Ultimate accountability can never be delegated, even though authority and responsibility may be

Leadership Triad Interrelationship

- Responsibility is assigned, assumed or conferred
  - Once held, Responsibility cannot be transferred
- Accountability is extant to Responsibility.
  - Accountability is being answerable to how the Responsibility is handled
- Authority can be delegated. It is the critical component of the triad
  - Authority is the power or control to act on the Responsibility

Delegation

- Major aspects:
  - Variety and magnitude of responsibilities
  - Amount of discretion or range of choice allowed in carrying out responsibilities
  - Authority to take action and implement decisions without prior approval
  - Frequency and nature of reporting requirements
  - Flow of performance information

Delegation

- Potential advantages:
  - Improvement of decision quality
  - Great subordinate commitment
  - Time management
  - Job enrichment
  - Development of managerial talent

Reasons Leaders Fail to Delegate

- Strong need for power
- Doubt in subordinate ability
- Perception of different values and objectives in a subordinate
- Manager has exceptional task expertise, self-confidence, and desire to maintain quality of work
- Situational constraints
- Protection of confidential information
- Highly interdependent subordinate jobs

Exercise

- The Hollow Square

Next Class

- *Change and Development*
- Read: Leadership & Management, Chapter 8
- Written Assignment 2 is due at the start of class on the day of Lesson 11

Summary

- Trust and confidence are Key Factors in Chain of Command effectiveness
- Leadership Triad:
  - Responsibility--assigned, assumed or conferred
  - Accountability--extant to Responsibility
  - Authority--power or control to act

Summary

- Delegation includes variety and magnitude of responsibilities, discretion/range of choice allowed in carrying out responsibilities, authority to take action/implement decisions without prior approval, frequency/nature of reporting requirements, flow of performance information

Summary

- Potential advantages of Delegation are improvement of decision quality, great subordinate commitment, time management, job enrichment, development of managerial talent

Summary

- Failure to Delegate may reflect strong need for power, doubt in subordinate ability, different values and objectives in a subordinate, desire to maintain quality of work, situational constraints, protection of confidential information, highly interdependent subordinate jobs